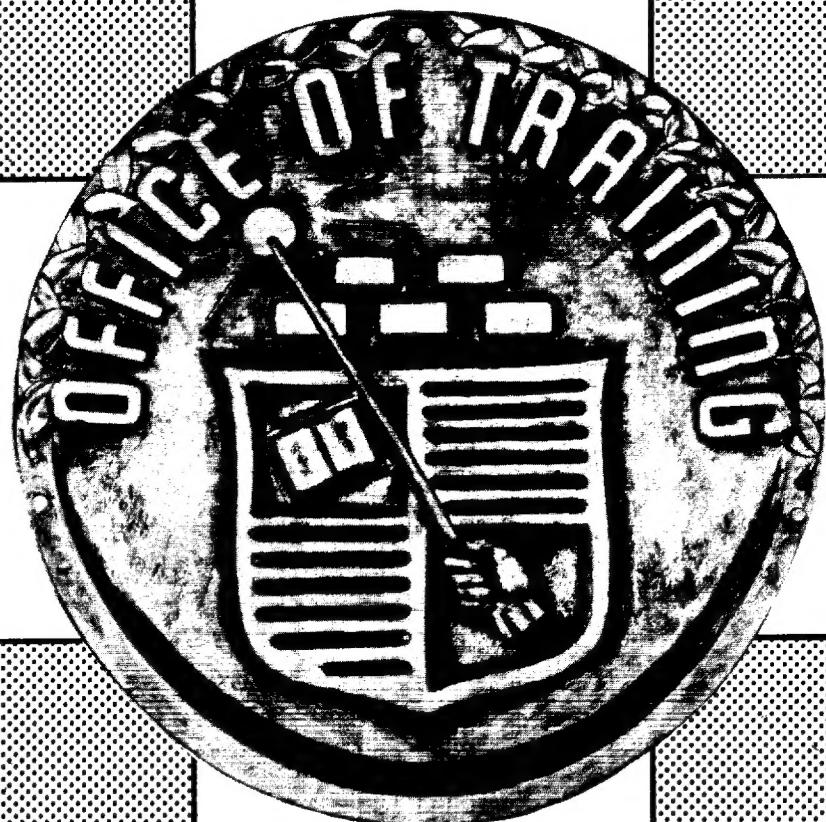


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# OTR BULLETIN

APRIL 1966

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GROUP 1  
EXCLUDED FROM AUTOMATIC  
DOWNGRADING AND  
DECLASSIFICATION

*January 1951 - January 1966*

*Reflection on these 15 years, characterized by  
the constructive guidance of Matthew Baird.  
dicts for those associated with OTR satisfaction,  
respect, pride, not only in what has been achieved  
but also in the vision of what may yet be achieved.*

*The Editor*

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## IN THIS ISSUE ....

Changes in OTR's Schedule of Courses appear on page 1.

The Schedule of the National Interdepartmental Seminar on Problems of Development and Internal Defense is carried on pages 2 and 3.

The dates of the Senior Officer Schools Orientation are announced on page 3.

OTR courses scheduled to begin in April, May, and June are listed beginning on page 9; brief course descriptions start on page 12.

Selected courses offered under the Interagency Training Program are outlined beginning on page 18.

Particularly noteworthy short summer university courses are listed starting on page 24.

An expanded Office of Training Directory is published on pages 30 and 31.

The Directory of Training Officers follows on pages 32 and 33.

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# BULLETIN BOARD

## CHANGES IN SCHEDULE OF COURSES

The following are amendments to the OTR Schedule of Courses for 3 January to 30 June 1966:

China Familiarization is rescheduled for 2 - 6 May instead of 16 - 20 May

CS Records I (Introduction) will be introduced 16, 18, 20 May at 1A-07 Langley; CS Records II (Biographic Research), replacing Clandestine Services Name Check, will be initiated 23 - 27 May, at 1A-07 Langley; CS Records III (Records Officers Briefing), replacing Clandestine Services Records Officers Course, will be inaugurated 1 - 2 June.

Communist Party & Anticommunist Operations will be offered 18 Apr - 13 May; Communist Party Organization and Operations, 13 June - 1 July is cancelled.

[REDACTED] previously listed as [REDACTED] will next be given [REDACTED] 13 June - 1 July.

25X1A

Introduction to Communism, for all Agency employees, will be given 16 - 27 May at 601 Glebe instead of 31 May - 10 June. (Limited to 35 students).

Introduction to Intelligence, for all Agency employees, will be given (Tues) 31 May - 10 June at 701 Glebe. (Limited to 35 students).

25X1A

Management (GS 11 - 14) will be offered 18 - 22 April and 6 - 10 June at the Magazine Bldg.; a Managerial Grid Seminar for a selected number of individuals in Grades GS 13 and 14 will be given 2 - 6 May at the Magazine Bldg.; a Senior Management Seminar (GS 15 - 18) will be offered 8 - 13 May at [REDACTED]

Operations Support will be given 11 April - 6 May instead of 2 - 27 May.

Supervision (GS 5 - 10) will be given 23 - 27 May at the Magazine Bldg.

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**COURSE REVISIONS**

Clandestine Services Records I (Introduction), replacing some phases of the Clandestine Services Name Check course, explains the CS Records System and its effective utilization for all levels of CS personnel. A basic course, it is a prerequisite for CS Records II (Biographic Research), CS Records III (Records Officers Briefing), Counterintelligence Familiarization, Counterintelligence Support, and Counterintelligence Operations.

Clandestine Services Records II (Biographic Research), replacing those phases of the CS Name Check course on the exploitation of records for biographic information, emphasizes research as performed by headquarters personnel. It is recommended, but not required, before CS Records III (Records Officers Briefing). Enrollment will be limited to 25. CS Records I is a prerequisite.

Clandestine Services Records III (Records Officers Briefing) replaces the Clandestine Services Records Officers course; it is required if one is to qualify as a CS Records Officer. The course reviews operational factors governing decisions to destroy or retain, amend or desensitize documents. Enrollment will be limited to 20. CS Records I is a prerequisite.

Counterintelligence Operations is intended for middle and senior-grade CS operations officers directly involved in planning or implementing CI operations in the field or in supporting them from headquarters. It covers the Soviet and Chinese Communist intelligence organizations and their modus operandi, examines special aspects of counterintelligence operations, and treats planning CI operations through a comprehensive problem. OTR's Operations course or equivalent experience is a prerequisite. Enrollment will be limited to 10.

**NATIONAL  
INTERDEPARTMENTAL  
SEMINARS (NIS)**

The next session (25th) of the National Interdepartmental Seminar will be 2 - 27 May. It is noteworthy that attendance at NIS is now a prerequisite to assignment of senior personnel to certain key positions. The subsequent schedule will be:

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1966	11 July - 5 August 12 September - 7 October 21 November - 16 December
1967	23 January - 17 February 13 March - 7 April 1 - 26 May

SENIOR OFFICER  
SCHOOLS ORIENTATION

The special course for Agency representatives selected to attend senior officer schools beginning with the Fall 1966 term is scheduled for 20 - 22 June. It will be held in Room 803, 1000 Glebe Road. This course is designed to acquaint officers with the most recent developments in the intelligence community and the Agency, as well as to review techniques to enhance the role of the officers as Agency representatives in the various schools.

25X1A

TRAINING PERSONNEL

25X1A

[REDACTED] has been designated Senior Training Officer for DDI. Training Officers recently assigned to specific offices are:

DDP [REDACTED]

DDS [REDACTED]

DDS&T [REDACTED]

25X1A

Training Assistants:

DDI [REDACTED]

DDP [REDACTED]

TRAINING OFFICERS  
CONFERENCES

The success of the conference of DDS Training Officers on 23 February demonstrated the usefulness of holding such gatherings on a component basis. Discussion of problems related to both internal and

external training and explanations of necessary procedures could be kept within a range that was of immediate concern to those present. Plans are going ahead for scheduling such conferences for other components. Training Officers will be notified.

**NOTE TO TRAINING OFFICERS** Extreme care should be taken when preparing Form 73, Request for Internal Training, to insure that item 8 is adequately filled in. This block must contain the individual's present assignment, anticipated assignments, and past experience that might tie in with course applied for. The Registrar Staff uses this information to determine eligibility for and, if necessary, priority in admission to courses. Instructors use this information to shape their programs to the specific needs and experiences of students. The need for full information in this block cannot be over-emphasized. It is imperative for operations courses.

**NEW SUPPORT SCHOOL** Establishment of a Support School within OTR is approved and details will be announced shortly. The new school will incorporate Management and Clerical Training formerly conducted by the Intelligence School; the Support Services Course for CTs and the Finance and Logistics: Small Stations Course previously handled by the Operations School; and the Midcareer Executive Development Course. The school will afford greater concentration on, and be more responsive to, the specific needs of the DDS Offices. It is expected that a number of new courses will be developed to round out the family of support programs.

**LANGUAGE PROFICIENCY TESTING** An intensive drive in language proficiency testing was begun at headquarters in February 1966 for the purpose of obtaining up-to-date tested proficiencies of all Agency employees who have claimed a knowledge of foreign languages. This requirement has been levied upon all personnel as a result of the new Agency language policy. Division Training Officers are contacting both overseas returnees and employees stationed at headquarters to schedule testing appointments.

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CLERICAL  
TRAINING  
AND  
TESTING

OTR's refresher courses in typewriting and in shorthand will be given: 25 April - 20 May  
(Tues) 31 May - 24 June

Before an employee takes either or both typing and shorthand he is required to take the pretest, results of which are used by the instructor to determine the class assignment. For the above courses, pretests are scheduled as follows:

Typewriting: 20 April, 25 May  
Shorthand: 21 April, 26 May

CLERICAL TRAINING  
FACULTY

The anticipated move of the Clerical Training Faculty has been delayed. It will remain for the time being at 1016 16th Street, N. W. This includes the Induction, Orientation, and Refresher programs.

MANAGEMENT TRAINING  
FACULTY

The Management Training Faculty has taken up its new quarters in the Magazine Building. Its large classroom and five seminar rooms will be available for other courses or briefings when not needed by the Management Faculty.

MEDICAL CLEARANCES

No medical examinations or clearances are required for any OTR courses with the exception of Special Operations Training (PM Operations) and the Operations course.

READING  
IMPROVEMENT

Two CRAIG READERS have been installed in the Language Laboratory, Room 1D 1605 Headquarters. These machines can assist employees to improve both their reading speed and comprehension. The machines may be used on a self-service basis any time the laboratory is open and a technician is on hand.

STUDIES IN  
INTELLIGENCE

Contributions to STUDIES IN INTELLIGENCE are invited from any interested officers. Manuscripts should be submitted directly to the Editor, Studies in Intelligence, Room 1D 0011, Headquarters, and need not be coordinated or submitted through channels. They should be typed in duplicate, double-spaced, the original on bond paper. Footnotes should be inserted in the body of the text following

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**NIPA UNIVERSITIES**

The University of Washington has been added to the list of universities participating in the Career Education Awards Program of the National Institute of Public Affairs. The program at this university will stress public policy and administration with regard to natural resources and will be conducted by the Graduate School of Public Affairs. The NIPA awards program affords selected mid-career government officials \$1,000 cash plus other assistance while attending courses at participating universities for a full academic year. Other participating universities are Chicago, Cornell, Harvard, Indiana, Princeton, Stanford and Virginia. Two Agency officers are among award winners who are pursuing courses under this program during the current academic year.

**SUMMER EXTERNAL TRAINING FACILITIES**

Many schools and professional organizations hold regular short-term or concentrated study sessions or institutes in specialized fields during the summer months. Advance knowledge of interest in particular subjects will enable the Registrar's Office to obtain fuller information on what may be available. Training Officers are requested to solicit expressions of interest from employees and supervisors and advise the Registrar's Office, extension [REDACTED] as early as possible.

25X1A

**AUTHORIZATION OF NON-AGENCY TRAINING**

Agency personnel are reminded that the Director of Training is responsible for approving courses with external facilities. Prior authorization of attendance at any non-Agency course must come from OTR. This precludes acceptance of personal invitations or informal arrangements to attend courses offered by facilities unaware of the Agency's internal procedures.

**UNIVERSITY FELLOWSHIPS**

The Admissions and Information Branch, Registrar Staff, maintains files on university fellowships which may be of interest to Agency employees. Any employee who has knowledge of fellowships is urged to submit the details to AIB/RS/TR, 832 Glebe. The information can then be given publicity throughout the Agency.

**TRAINING SELECTION BOARD  
AND  
EDUCATIONAL AID FUND**

[REDACTED] is the new executive secretary of the Training Selection Board. He also now administers the Educational Aid Fund.

the line in which the reference occurs. Articles may be classified through SECRET

**FALL  
OFF-CAMPUS  
PROGRAM**

Suggestions for either credit or non-credit courses for the Fall Off-Campus Program would be welcomed by the Registrar/OTR. It would be appreciated if anyone having suggestions would submit them by phone, extension [REDACTED] or by internal mail, 839 Glebe, by close of business 22 April.

25X1A

**INSTRUCTORS FOR  
OFF-CAMPUS PROGRAM**

25X1A

The Registrar, OTR, is seeking to compile a list of employees interested in teaching courses offered by George Washington University and American University in the Agency's Off-Campus Program. If you have an advanced degree, believe yourself qualified, and are interested in teaching, please call [REDACTED]

**SENIOR COLLEGE  
LECTURE SERIES**

The National War College and the Industrial College of the Armed Forces sponsor monthly lecture series to which Agency officials are invited on a need-to-know basis. Both schools impose a strict week or ten-day advance registration requirement. Aware that Agency personnel would like to gain maximum benefit from these lectures, the Registrar Staff gives priority attention to the distribution of the announcements listing them, usually releasing them for publication and distribution the same day they are received.

**JCS-DIA  
ORIENTATION**

The two-day course providing orientation on CIA activities and facilities for JCS and DIA personnel, previously described as the "Abbreviated Project USEFUL," has been redesignated "JCS -DIA Orientation." It is now conducted under the auspices of the Intelligence Orientation Faculty of the Intelligence School.

**CATALOG OF  
COURSES**

The OTR Catalog of Courses is being revised. In addition to modifications of courses, there have been changes in prerequisites and other conditions of enrollment. AIB/RS, extension [REDACTED] will supply current requirements.

25X1A

NEW TELEPHONE NUMBERS      The telephone extension number of the Registrar, OTR, has been changed to [REDACTED]. The Admissions & Information Branch of the Registrar's Office may now be reached on extensions [REDACTED]

25X1A

25X1A

OTR PUBLICATIONS  
QUESTIONNAIRE      If you have put off returning the questionnaire on requirements for OTR publications which appeared on page 39 of the December Bulletin, please send it in now.

PUBLICATION OF  
OTR BULLETIN      It is regretted that the April 1966 edition is the first appearance of the OTR BULLETIN since December 1965. There are no issues for intervening months, and none should be assumed to be missing.



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# OTR CALENDAR

APRIL						
S	M	T	W	T	F	S
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Chiefs of Station Seminar	25 Apr - 6 May
CIA Review	12 Apr
Clandestine Services Name Check	11 - 15 Apr
Clerical Refresher	25 Apr - 20 May
Communist Party & Anticommunist Operations	18 Apr - 13 May
Counterintelligence Familiarization	25 Apr - 6 May
Counterintelligence Operations	4 - 22 Apr
Information Reports Familiarization	4 - 8 Apr
Information Reporting, Reports and Requirements	11 - 29 Apr
Intelligence Review	25 Apr - 6 May
Introduction to Communism	4 - 15 Apr
Management (GS 11 - 14)	18 - 22 Apr
Operations Support	11 Apr - 6 May
Orientation for Overseas	5 - 6 Apr
Project USEFUL	18 - 22 Apr
Vietnam Orientation Seminar	25 - 29 Apr

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MAY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

China Familiarization	2 - 6 May
CIA Review	10 May
Clandestine Scientific & Technical Operations	2 - 20 May
C S Records I (Introduction)	16, 18, 20 May
C S Records II (Biographic Research)	23 - 27 May
Clerical Refresher	(Tues) 31 May - 24 Jun
Covert Action Operations	9 - 27 May
Finance and Logistics: Small Station	(Tues) 31 May - 17 Jun
Information Reports Familiarization	9-13 May; 16-20 May
Intelligence Research Techniques	9 May - 3 Jun
Introduction to Communism	16 - 27 May
Introduction to Intelligence	(Tues) 31 May - 10 Jun
Management: Senior Seminar	(Sun) 8 - 13 May
Managerial Grid Seminar	2 - 6 May
Midcareer Executive Development	(Sun) 15 May - 24 Jun
Orientation for Overseas	3 - 4 May
Supervision (GS 5 - 10)	23 - 27 May
Vietnam Orientation Seminar	(Tues) 31 May - (Mon) 6 Jun
Writing Workshop: Basic	17 May - 9 Jun
Writing Workshop: Intermediate	16 May - 8 Jun

JUNE						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

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Administrative Procedures	20 Jun - 1 Jul
CIA Review	14 Jun
C S Records III (Records Officers Briefing)	1 - 2 Jun
Counterintelligence Familiarization	6 Jun - 17 Jun
Counterintelligence Operations	(Tues) 7 - 24 Jun
Information Reporting, Reports and Requirements Management (GS 11 - 14)	20 Jun - 1 Jul 6 - 24 Jun 6 - 10 Jun
Operations Familiarization	13 Jun - 1 Jul
Orientation for Overseas	6 Jun - 15 Jul 7 - 8 Jun

25X1A

**OTR COURSES Scheduled on OTR Calendar**

**Administrative Procedures (2 wks - all day)**

For clerical employees who support the CS at headquarters. Covers the organization, functions, general administrative regulations, and procedures of the Agency. Emphasis is on the Clandestine Services.

**Chiefs of Station Seminar (2 wks - all day)**

For chiefs of small and medium-sized stations, their deputies, Chiefs of Bases, certain Chiefs of Support, and senior operating officials of the Clandestine Services at Headquarters. Focus of the course is on the person of the Chief of Station and his administrative and operational responsibilities. Enrollment limited to 20.

**China Familiarization (1 wk - all day)**

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

**CIA Review (1 1/2 hrs - morning)**

For all returnees from the field. Covers salient facts in the Agency's recent development. Includes the security reindoctrination lecture.

**Clandestine Scientific and Technical Operations (3 wks - all day)**

For middle-grade and senior officers of the CS and DDS&T. Covers collection responsibilities of the CS in S&T operations, fundamentals of guided missiles, biological and chemical warfare, and use of nuclear power. Field trips. Enrollment limited to 20.

**Clandestine Services Name Check (1 wk - all day)**

For CS employees. Covers principles, techniques, and procedures for exploiting the Agency's records and other resources to obtain biographic information.

**Clandestine Services Records I (Introduction) (1 wk - part time)**

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

**Clandestine Services Records II (Biographic Research) (1 wk - part time)**

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

**Clandestine Services Records III (Records Officers Briefing) (2 days - part time)**

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records, to amend index and file elements and to desensitize documents or files. Enrollment limited to 20.

**Clerical Refresher (4 wks - morning)**

For clerical employees, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

**Communist Party and Anticommunist Operations (4 wks - part time)**

For professional employees concerned with communist party matters. Deals with the organization and activities of communist parties and with the planning and implementation of operations carried out by the Agency or liaison services aimed at the penetration of these parties.

**Counterintelligence Familiarization (2 wks - all day)**

For CS employees. Covers terminology, authorities, missions and activity of CI; exploitation of CI records and CI reporting.

**Counterintelligence Operations (3 wks - all day)**

For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters. Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field. Enrollment limited to 10.

Covert Action Operations (3 wks - part time)

For CS officers responsible for supporting and conducting CA operations at Headquarters or in the field. Provides a comprehensive orientation of current [REDACTED] operations with priority given to critical situations in specific nations. Enrollment limited to 20.

25X1A

25X1A



Finance & Logistics: Small Stations (3 wks - all day)

For administrative assistants and support officers required to maintain budgetary, financial, and property records at a Class B or Type II Station. Emphasis is on all facets of financial responsibilities.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence Review (2 wks - all day)

For middle-grade and senior officers. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

**Introduction to Intelligence (2 wks - all day)**

**For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.**

**Management (1 wk - all day) (starts Sunday afternoon)**

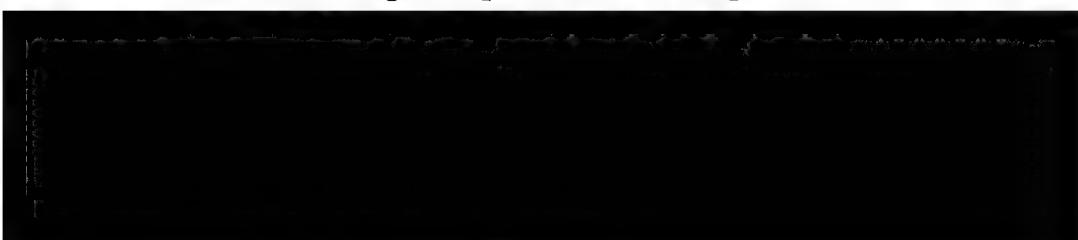
**For officers in Grades GS 11 through GS 14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.**

**Managerial Grid Seminar (1 wk - all day)**

**For selected middle level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors are already acquainted with the grid.**

**Midcareer Executive Development (6 wks - full time - 240 hrs)**

**For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its national and international setting, and problems of management.**



**Operations Familiarization (6 wks - all day)**

**For CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the CS.**

**Operations Support (4 wks - all day)**

For CS employees who support the CS at headquarters or in the field. Covers name checks, foreign travel, dispatch, pouch and cable procedures, and familiarization with tradecraft terminology. Instruction is directed to the activities in the field station.

**Orientation for Overseas (2 days - all day)**

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

**Project USEFUL (2 wks - all day)**

For U. S. military officers (field grade and above) and civilians in the military (GS 13 and above). Covers functions and capabilities of the Agency to support the military and the support the Agency requires of the military.

**Senior Management Seminar (5 days - full time - student reports Sunday p. m.)**

For GS 15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

**Supervision (1 wk - all day)**

For employees in Grades GS 5 through GS 10 who are responsible for supervision at the first level. Covers problems in planning and directing the work of others. Includes factors in motivation and communication.

**Vietnam Orientation Seminar (1 wk - all day)**

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine and programs in the area, with a goal to increasing capabilities for planning, supporting and conducting operations.

**Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)**

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

**Writing Workshop (Intermediate) (4 wks - part time - Mon & Wed)**

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

# NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to professional development of Agency employees. Attendance may be self-sponsored, or, in some instances, it may be sponsored by the Agency. In either case, the Training Officer is to be consulted.

#### Enrollment under self-sponsorship

25X1A

According to [redacted] para (C 12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the address and name of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

#### Enrollment under Agency-sponsorship

A Form 136, "Training at Non-CIA Facilities," is sent to the Registrar's office, External Training Branch, by the Training Officer, who is responsible for ensuring that all Agency requirements are met. For overt employees, the completed form is sent directly to ETB. For nonovert types the form is sent first to the CCS/DDP. ETB sends a copy of the form to the Office of Security for approval.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [redacted]. For information on registration, call ETB/RS/TR, extension [redacted]

25X1A

25X1A

## INTERAGENCY TRAINING PROGRAMS

### Civil Service Commission

#### PROGRAM PLANNING AND EXECUTION: EQUAL EMPLOYMENT OPPORTUNITY

4 - 6 May      Room 1340AC      1900 E Street, N. W.  
This course is for individuals responsible for planning and directing agency or bureau programs for assuring equal employment opportunities pursuant to Executive Order 11246, Equal Employment Opportunity. Staffing processes, position management, training, communications, and program evaluations are studied, with emphasis on their interrelationship. Employees with specific responsibility for staff guidance in equal opportunity programs are eligible. Cost: \$85.

#### ADVANCED SEMINAR IN ADP AND TECHNICAL INFORMATION SYSTEMS

9 - 12 May      Room 1458      1900 E Street, N. W.  
Various systems approaches involved in applying ADP to specific library functions are explored in detail. Actual case histories and group discussions will cover equipment characteristics and capabilities, tools of systems of analysis, analysis and documentation of present systems, feasibility studies, development of systems to meet user needs, problems of evaluation and control. For GS 9 and above. Cost: \$120.

#### MANAGEMENT INSTITUTE FOR SUPERVISORY SCIENTISTS AND ENGINEERS

9 - 13 May  
The special nature of the managerial job in R&S organization is examined by identifying the motivational characteristics of technical personnel, by discussing the impact of organizational structure on the productivity of scientific and engineering groups, and by exploring the leadership patterns best designed to release and accelerate creativity. Topics include the flexibilities of the federal personnel system in managing scientists and engineers, career development concepts, and the administrative and financial practices which permit the most effective direction and control of technical projects. For GS 12s - 14s who are presently filling, or being trained to assume, supervisory and managerial positions in research and development activities. Cost: \$85.

#### JOB CLASSIFICATION AND THE MANAGEMENT PROCESS

9 - 18 May      Room 1347AB      1900 E Street, N. W.  
A fundamental program on the nature of job classification in personnel administration and how it contributes to the management process. Stresses the integrated nature of personnel management. Intended for employees newly assigned or to be assigned to a job evaluation or position classification activity. For GS 5 - 9. Cost: \$150.

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Civil Service Commission (cont)

**EXECUTIVE SEMINAR IN MANAGEMENT REPORTING SYSTEMS**

12 - 13 May      Room 4H15      1900 E Street, N. W.

Case studies from government and industry presented by persons directly concerned with the development of their own organizations, information systems will provide actual examples of both manual and automated operational information reporting systems designed to assist management in control and planning responsibilities. For GS 15 and above. Cost: \$75.

**ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS**

16 - 20 May      1900 E Street, N. W.

For digital computer systems analysts. Provides information on the latest developments in computer technology on systems analysis: Implications of the newest multiuse computers for the systems analyst; methodology for redesigning, modifying and expanding existing systems; machine compatibility and conversion problems; total systems concepts. Cost: \$150.

**ECONOMIC ANALYSIS AND EXECUTIVE DECISIONS**

23 - 27 May      1900 E Street, N. W.

This study will be conducted as an Institute in Public Problems and Federal Programs. Topics will include the application of economic analysis to agency problems, the rationale and consequences of federal expenditure decisions, recent fiscal and monetary policies and practices, the allocation of resources between public and private programs, the application of cost-benefit analysis to defense and nondefense programs, measurement of productivity in federal agencies, economic analysis in the budgetary process, mechanisms for change. For GS 14 and above. Cost: \$150.

**EXECUTIVE SEMINAR IN STATISTICAL SCIENCE FOR MANAGEMENT**

26 - 27 May      1900 E Street, N. W.

Designed to afford federal executives a better appreciation of the potential contributions of the science of statistics to improved management and decision-making. The most useful and frequently used statistical principles and techniques of fact-finding and data analysis are stressed. Topics will include: Methods of qualifying management and operational problems; basic principles and concepts of statistics; probability sampling; quality control; regression analysis; and pitfalls and misuses of statistics. For GS 15 and above. Cost: \$75

**THE PERSONNEL OFFICER AND THE ADMINISTRATIVE PROCESS**

1 - 3 June      1900 E Street, N. W.

This program treats personnel management as one of several staff specialties and explores the relationship of the personnel officer to the

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Civil Service Commission (cont)

other administrative functions. Included will be discussions of the budget process, management analysis, public information, organization planning, organization controls, and management services. For persons in personnel management positions at grades GS 13 and above. Cost: \$100.

**EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT INFORMATION SYSTEMS**

13 - 14 June      Room 1340B      1900 E Street, N. W.  
Major problems inherent in the coordination of information-handling practices and the development of information systems for communities of agencies are examined. Discussion will focus on positive steps already taken or recommended to speed the development of compatible systems for effective information flow and exchange among agencies. For GS 15 and above. Cost: \$75.

Department of Defense - PERT

Increased demand for the PERT management workshop and orientation has led to an expanded program. The schedule for these courses follows:

**MANAGEMENT WORKSHOP (40 hours)**

25 - 29 Apr; 2 - 6 May; 9 - 13 May; 16 - 20 May; 6 - 10 June; 20 - 24 June  
Provides a working understanding of the network discipline and information systems structure. Section one deals with networking techniques, calculations, scheduling, and updating; section two deals with principles of operating methods and the PERT cost system. Cost: \$58.

**PERT ORIENTATION - MIDDLE MANAGEMENT (8 hours)**

26 Apr; 3, 10, 24 May; 14, 28 June  
This course covers planning, scheduling, and control techniques used to reduce time and cost slippages in small and medium-sized projects. For middle managers. No cost.

General Services Administration Institute

**FILES IMPROVEMENT**

24 - 25 April; 26 - 27 May; 27 - 28 June

A course designed to promote efficiency and economy in filing methods and arrangements. Intended for employees who set up or maintain files, and for those who supervise filing operations. Cost: \$25.

General Service Administration Institute (cont)

**DIRECTIVES IMPROVEMENT**

25 - 26 April; 20 - 21 June

A course designed to improve communication of policies, decisions, and instructions. Matters covered include management responsibilities in written communication and theory and application of directives planning and writing. Cost: \$35.

**SOURCE DATA AUTOMATION WORKSHOP**

2 - 6 May

A program consisting of ten 3-hour sessions, for five consecutive workdays, for senior operating officials. This workshop is conducted for program officials who are in charge of large paperwork operations, and is designed to show how paperwork can be mechanized by putting the data at the earliest possible moment into machine language, such as punched paper tape, punched card, or magnetic ink, and then processing the data in that form. This course is open to any federal official who needs to know more about the possible means of automating the processing of data at its source and is prepared to undertake an SDA project if warranted in his agency. No cost.

**SOURCE DATA AUTOMATION ORIENTATION**

12 - 13 May

For senior officials with operating or management improvement responsibilities in the paperwork area. Explains the principles and possibilities of mechanized data processing; provides practical guidance for finding, developing and installing mechanized data processing. Topics discussed are: how machines automate paperwork, how to recognize a data processing possibility, how to design forms for source data information, and how to make a source data feasibility study. Cost: \$40.

**INVENTORY CONTROL OF SUPPLIES AND MATERIALS**

2 - 3 June

Designed to assist agencies to anticipate inventory needs and avoid overstocking or running out of stock. Lectures, practice exercises, and discussion cover principles, techniques, and guidelines for determining requirements, storage, maintaining stock levels, and basic ADP applications. Primarily for operating personnel responsible for inventories and supplies, but open also to supervisors and managers. Cost: \$35.

OTHER EXTERNAL TRAINING NOTES

USDA FEDERAL CONTRACT NEGOTIATION INSTITUTES  
GRADUATE 2 - 6 May  
SCHOOL Designed to develop greater proficiency and understanding  
in techniques and procedures in negotiation, human factors  
in negotiation, legal requirements and administrative policy  
in negotiation, as well as contract award and administration,  
this course treats with legal authorities, conduct  
of negotiations, pricing practices, cost analysis, and convenience  
and default termination. For GS 9s and above.  
Cost \$90.

EFFECTIVE LISTENING

Offered continually through the year when there are sufficient applicants. A five-hour course offered alternately as follows:

Section A 9:30 - 12 noon on Mondays and Wednesdays  
Section B 2:00 - 4:30 p.m. on Mondays and Wednesdays  
Section C 9:30 a.m. - 3:30 p.m. on Fridays

This course is intended to enable the participant to improve his overall listening ability through developing the skills of quickly understanding, retaining, and summarizing spoken information. Open to all. Cost: \$15.

SUCCESS IN SUPERVISION

13 April - 30 June A television - correspondence course The USDA Graduate School in cooperation with WETA-TV Channel 26 is repeating the television correspondence course covering basic supervisory principles--participation, motivation, training, organization, communications, work measurement and improvement. Twelve televised lectures are to be presented by Channel 26 on Wednesdays at 7 p.m. and repeated the following Thursdays at 4:30 p.m., beginning 13 April. Textbooks, a study guide and course materials are supplied by the USDA Graduate School. Fees are \$50. Note: This course will not be sponsored by the Agency, but approval for self-sponsorship would be most probable and the lectures are open to anyone who can receive Channel 26.

CONFERENCE FOR School of Advanced International Studies, 1740 Massachusetts Avenue, N.W., Washington, D.C.  
CORPORATION  
EXECUTIVES Conference on "Prospects and Problems in Africa--South

of the Sahara"

3 June

Current political, economic, and business problems of the area will be discussed by both business and government officials in an "off-the-record" manner. Cost: \$50. Note: A limited number of free tickets are available to Agency employees; however, fees must be paid for anyone attending under cover.

UNIVERSITY OF  
WISCONSIN'S SUMMER  
INSTITUTE FOR  
FEDERAL EXECUTIVES

The Summer Institute for Federal Executives held by the University of Wisconsin's Center for Advanced Study in Organization Science will provide a six-week block of integrated study, permitting enrollment for periods of two weeks, four weeks, or the full six weeks. Alternative seminar courses for the first period, 17 - 29 July, are "Innovation and Planned Change in Administrative Systems" or "Problem Areas in Administrative Human Relations." Alternatives for the second period, 31 July - 12 August, are "Scientists and Professionals in Modern Administrative Structures" or "The Design and Control of Modern organizations." Alternatives for the third period, 14 - 26 August, are "Problems in Cross-Cultural and Development Administration" or "Public Policy and Social Issues." An individual program can be arranged by selecting one alternative during any one, any two, or all three two-week periods. Tuition costs are \$350 for a two-week program, \$650 for four weeks, and \$900 for six weeks. Meals and room are in addition. The Agency's Training Selection Board must approve attendance at this program.

INSTITUTE ON  
SYSTEMS SCIENCE

American University, Center for Technology and Administration.

9 - 12 May Twin Bridges Marriott Motor Hotel

Theme: Systems Science, a Tool for the Modern Manager For government agency planning staff, as well as corporate officials and staff planners. Provides background information to enable thorough evaluation of existing or proposed systems. Cost: \$175.

TRANSPORTATION  
EDUCATION

The American University School of Business Administration. Students may enroll for full or part time study in Transportation at A. U.'s School of Business Administration. The curriculum provides an educational background for executive

responsibilities in this field. Fellowships for specialized graduate study in this area are awarded annually. American University also conducts a series of transportation management institutes. Tentatively scheduled are:

20th Air Transport Management Institute  
31 October - 11 November 1966 Fee: \$250.

19th Institute in Logistics and Traffic Management  
6 - 17 March 1967 Fee: \$250.

19th Ocean Shipping and Foreign Trade Management  
Institute  
April 1967

21st Air Transport Management Institute  
30 October - 10 November 1967 Fee: \$250.

**SHORT COURSES**

**CORNELL UNIVERSITY**

**Southeast & East Asian Languages Intensive Summer Program**

16 June - 26 August

Introductory courses of 20 class hours per week are being offered in the following languages: Burmese, Indonesian, Thai, and Vietnamese. Tuition and fees for each course: \$590.

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

M. I. T. has announced the following short courses for its 1966 summer session. Those marked with an asterisk are for one week; others are for two weeks.

<u>Begins</u>	<u>Course</u>	<u>Cost</u>
14 June	Concepts of Management Planning and Control Systems: Theory and Technology	\$400
14 June	Industrial Dynamics, Advanced	\$400
14 June	Physical Measurement and Analysis	\$350
27 June	*Nondestructive Testing	\$200
1 July	Modern Developments in Heat Transfer	\$350
5 July	Fluid Power Control	\$350
5 July	Pattern Recognition	\$350

5 July	Introduction to Probabilistic Systems	\$350
11 July	Management of Research and Development	\$400
11 July	*Strain Gage Techniques: Lectures	\$200
18 July	*Strain Gage Techniques: Laboratory	\$200
18 July	The Electron Microanalyzer and Its Applications	\$350
18 July	Engineering Aspects of the Oceanic Environment	\$350
25 July	*Techniques in High-Speed Photography	\$200
25 July	The Design and Analysis of Scientific Experiments	\$350
1 Aug	Computer Aided Design	\$350
1 Aug	Mathematical Programming	\$350
8 Aug	*Infrared Spectroscopy: Technique	\$200
15 Aug	*Infrared Spectroscopy: Applications	\$200
15 Aug	*Communicating Technical Information	\$200
22 Aug	*Electromagnetic Compatibility	\$200
22 Aug	*On-Line Computation and Simulation	\$250
5 Sept	*Operations Research in Public Affairs	\$200

UNIVERSITY OF MICHIGAN  
Engineering Summer Conferences

<u>Dates</u>	<u>Course</u>	<u>Cost</u>
9-20 May	Instrumentation for Mechanical Analysis	\$300
9-20 May	Computer Techniques for the Petroleum Geologist	\$300
16-26 May	Flight Mechanics of Spacecraft	\$300
16-21 May	Hybrid Computation	\$200
23 May- 3 Jun	Numerical Methods Optimization Techniques and Process Simulation for Engineers	\$300
23 May- 3 Jun	Applications of Computers in Metallurgical Engineering	\$300
6 Jun- 1 Jul	Elements of Nuclear Power Reactor Engineering	\$650
6-10 Jun	Semiconductor Circuits	\$175
13-24 Jun	Introduction to Digital Computer Engineering	\$300

13-24 Jun	Foundations of Systems Engineering	\$300
13-24 Jun	Computer and Program Organization	\$300
13-24 Jun	Programming Concepts, Automata, and Adaptive Systems	\$300
13-24 Jun	Numerical Analysis	\$300
6-10 Jun	Fundamentals of Infrared Technology	\$175
27Jun-1Jul	Advanced Infrared Technology	\$175
27Jun-1Jul	Precision Radiometry--Calibration and Instrumentation	\$175
27Jun-2Jul	Dynamic Response of Elastic Systems	\$200
11-22 Jul	Fundamental Concepts in Probability and Random Processes With Selected Applications	\$300
11-22 Jul	Physiological Systems Analysis For Engineers	\$300
11-22 Jul	Aerospace Structures: Modern Methods of Static and Dynamic Analysis	\$300
11-22 Jul	Communications Theory	\$300
25Jul-5Aug	Introduction to Optical Data Processing	\$300
25-29 Jul	Applications of Computers to Automated Design	\$175
1-6 Aug	Fundamentals of Navigation Systems	\$200
1-5 Aug	Written Communication For Engineers, Scientists, and Technical Writers	\$175
8-19 Aug	Foundations and Tools For Operations Research and the Management Sciences	\$300
8-19 Aug	Recent Mathematical Advances in Operations Research	\$300
8-19 Aug	Lasers--Theory, Technology, and Applications	\$300
8-19 Aug	Simulation of Mechanical Systems	\$300
8-18 Aug	Quality Control by Statistical Methods	\$225

PENNSYLVANIA STATE UNIVERSITY  
Summer Seminars for Engineers

<u>Dates</u>	<u>Course</u>	<u>Cost</u>
5-10 Jun	Underwater Acoustics	\$ 125
26Jun-1Jul	Vibrations and Vibrations Damping	\$ 150
26Jun-1Jul	Couple-stress Theories in Linear Elasticity	\$ 150
24-29 Jul	Normal Modes, Shock and Vibrations	\$ 150
11-16 Sept	Theoretical Concepts in Program- ming	\$ 110

RENSSELAER POLYTECHNIC INSTITUTE  
Technical Writers' Institute  
13 - 17 June  
For writers and editors in industry, government, and  
research. Case method problems will be featured in  
writing sessions and discussions on preparation, super-  
vision, and distribution of technical information. Tuition:  
\$175.

UNIVERSITY OF ROCHESTER, INSTITUTE OF OPTICS  
Fundamentals of Optics  
11 - 22 July  
Aspects of optics studied are: lens calculations on large  
computers, lasers, radiometry, image structure and  
transfer, multilayer filters, polarized light, interferometry,  
holography, and microscopy. For physicists and engineers  
in industry and government laboratories, as well as college  
teachers. Tuition: \$375.

UNIVERSITY OF CALIFORNIA AT LOS ANGELES  
The following short courses for chemists, engineers, math-  
ematicians, physicists, and other scientists are scheduled  
at the University of California at Los Angeles during 1966:

<u>Dates</u>	<u>Course</u>	<u>Cost</u>
2-13 May	Technical Data Requirements for Systems Engineering and Support	\$300

23-27 May	Advanced Aerospace Structural Fabrication	\$225
13-24 Jun	Lens Design	\$300
13-24 Jun	Aerospace Vehicle Systems Engineering	\$300
13-24 Jun	Organization of Reliable Computers	\$300
20Jun-1Jul	Matrix Calculus and Numerical Methods in Structural Engineering	\$300
5-9 Jul	Quantum Theory for Quantum Electronics	\$225
5-9 Jul	Systems Approach to Reliability	\$225
5-15 Jul	Variational Mechanics	\$300
11-15 Jul	Lasers-- Theory and Applications	\$225
11-22 Jul	Modern Development in Propulsion Systems	\$300
11-22 Jul	Practical Astrodynamics	\$300
18-29 Jul	Optical Physics and Its Recent Applications	\$300
18-29 Jul	Real-Time Information Systems	\$300
25-29 Jul	Quantum Optics-- Coherence, Holograms	\$225
25Jul-5Aug	Computer Control System Technology	\$300
25Jul-5Aug	Man in the Sea	\$300
1-12 Aug	Communication Systems: Theory and Applications	\$300
1-12 Aug	Underwater Acoustics	\$300
15-19 Aug	Systems Programming for On-Line Computers	\$225
15-26 Aug	Nuclear Propulsion for Space Flight	\$300
15-26 Aug	Modern Solid State Physics with Applications	\$300
22Aug-2Sept	Guidance and Control of Aerospace Vehicles	\$300
22Aug-2Sept	Computer Analysis of Aerospace Vehicle Performance	\$300
29Aug-2Sept	Measurement and Analysis of Random Data for Engineering Applications	\$225
6-16 Sept	Mathematical Biology and Medicine	\$300
19-30 Sept	Space Navigation and Guidance	\$300
31Oct-4Nov	Maintainability--A Major Element of Systems Effectiveness	\$225
7-18 Nov	Space Control Systems	\$300

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**SUPPLEMENTAL  
LISTING OF  
SHORT COURSES**

M. I. T. has also announced a special five-week program in Experimental Solid State Physics, 20 June - 22 July. Participants, expected to have a sound knowledge of atomic theory, will perform seven or eight experimental projects in the following fields: X-ray diffraction, crystal growth, infrared spectroscopy, magnetic resonance, galvanomagnetic effects, excess carriers in semiconductors, ferroelectricity, superconductivity, Mossbauer effect, advanced X-ray diffraction, dielectric constant, ultrasonic measurements, crystal optics, metallography. Tuition is \$1,250. Meals and housing are in addition.

UCLA has added the following two courses to its 1966 summer program:

13 - 24 June	Rates of Reaction	\$300
11 - 22 July	High Polymers	\$300

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White-collar employment, especially in professional positions, is the fastest growing sector of the federal workforce, according to a recent U. S. Civil Service Commission study. The leading growth field is mathematics, expected to increase 58 percent, while total federal professional employment will rise by 36,000 over the next four years. White-collar workers now make up one - half of total federal employees and are expected to increase their percentage over the next four years. Education and data processing will combine with math as major professional fields showing growth.

Public Administration News

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## Directory of Training Officers

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### SENIOR TRAINING OFFICERS

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1004 Key  
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DDS

Administration  
Communications  
Finance  
Logistics  
Medical  
Personnel  
Security  
Training



GB-37  
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DDS&T

OCS  
OEL, ORD, & FMSAC  
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